

**Concordia University
Council of the John Molson School of Business
Friday, March 9, 2001
Minutes**

Present: M. Anvari (Chair)
D. Acland (Acco.), K. Argheyd (Mana.), T. Baltzis (CASA), C. Bayne (DS&MIS),
H. Bhabra (Fina.), J. Etezadi (DS&MIS), A. Fagnoli (Reg.), Z. Gidengil (Mktg.),
M. Gowing (Acco.), J. Hall (Mana.), S. Hoffman (Lib.), A. B. Ibrahim (Assoc. Dean),
J. E. Jans (SGS), G. Kanaan (Acco.), M. R. Kapoor (Acco.), R. Knitter (Mana.),
L. Lamarre (Cin.), J. Landry (CASA), G. Martin (Comp.Sci.), J. McGuire (Assoc. Dean),
D. Morin (Assoc. Dean), R. J. Oppenheimer (Mana.), S. Ray (Mktg.), J. A. Rosenblatt
(Mktg.), R. Sebaaly (CASA), M. Sharma (DS&MIS), L. Switzer (Fina.), T. J. Tomberlin
(Assoc. Dean) R. Vadivel (Staff)

I Call to Order

The meeting was called to order at 09:35.

II Closed Meeting

III Open Meeting

IV Approval of Agenda - JMSB-2000-02A

*It was moved by M. Sharma and seconded by J. Hall that Council approve the agenda.
The motion was carried unanimously.*

V Approval of the Minutes - JMSB-2000-01M

The following amendments were noted: (I) Present list – correct initials for M. R. Kapoor. (ii) Page 4, first paragraph, last sentence should read: Despite the need to increase the faculty's contribution to the building fund, from an optimistic view point the building would be completed by September 2003 as projected by the strategic plan.

*It was moved by M. Sharma and seconded by J. Hall that Council approve the minutes as amended...
The motion was carried unanimously.*

VI Chair's Remarks and Question Period (15 minutes maximum)

The Chair reported the success of his visit to China where his presentation of the Global Aviation MBA program was remarkably well received by representatives from three of China's largest airlines, airport personnel and government officials as well as Team Canada representatives from companies such as Bombardier, SNC Lavelin, DMR and Air Canada. He advised that he had met with high school counselors from five Hong Kong high schools and the Hong Kong Chapter of Concordia alumni who expressed a strong interest in the new MBA in Investment Management Program. The first draft of a business plan has been prepared by G. Lowenfeld, Director of the Investment Management program.

With regard to the academic plan, he advised that he and the Chairs have developed an implementation procedure for approximately half of the objectives in the plan. Another meeting is planned to finalize the process that will provide a clear road map and deadlines for achieving the objectives.

One objective that has already been addressed involves a strategic plan to (a) select the most advantageous business competitions and (b) to train the participating students to demonstrate the excellence of their skills and education. At the undergraduate level, a proposal prepared by R. Sebaaly, that has been discussed with D. Morin and T. J. Tomberlin, recommends the selection of

thirty qualified students who would take the current 3-credit course and one additional 3-credit course in preparation for specific competitions. A list of preferred competitions and a projected budget has been prepared.

The proposal will be considered by the Undergraduate Curriculum Committee with regard to course content. At the graduate level, G. Bell and R. Dupré have developed a proposal for future MBA Case Competitions that is being considered by the MBA Case Competition Advisory Board.

With regard to building plans, the Chair advised that the University administration is working on the financing for the three buildings. One major disadvantage for the John Molson School of Business with regard to fund raising is the exceptionally low rate of faculty contributions to the Building Campaign which has a negative impact on potential donors. The participation rate of the School is 30% compared to an 85% average in the other Faculties. He urged all faculty members to work with the department Chairs to increase the rate of participation to 85%.

The Chair reported that the launch of the Investment Management program, financed by Mr. Ned Goodman, CEO of Dundee Bankcorp Inc., will take place in April. As part of the agreement with the donor, both the program and the Ned Goodman Endowed Chair in Finance will be housed in the Ned Goodman Institute for Investment Management.

Lastly the Chair advised that R. Midgley, MBA Admissions Officer and the heart and soul of the MBA program, will retire after fifteen years with the Faculty. He thanked her for her contribution to the School and wished her all the best for the future.

VII Council Elections JMSB-2001-02A-01

Research Committee (3-year term)

L. Shanker, Finance Department was elected by acclamation to replace T. Mak for the period beginning June 1, 2001 and terminating May 31, 2004.

Council of the School of Graduate Studies (3-year term)

M. Gowing, Accountancy Department, was re-elected by acclamation as the representative for the Accountancy Department on the Council of the School of Graduate Studies for the period beginning June 1, 2001 and terminating May 31, 2004.

F. Nebebe was re-elected by acclamation as the representative for the DS&MIS Department on the Council of the School of Graduate Studies for the period beginning June 1, 2001 and terminating May 31, 2004.

R. Molz was re-elected by acclamation as the representative for the Management Department on the Council of the School of Graduate Studies for the period beginning June 1, 2001 and terminating May 31, 2004.

Arts & Science Faculty Council (3-year term)

R. Knitter, Management Department, was elected by acclamation to replace C. Bayne on the Arts & Science Faculty Council for the period beginning June 1, 2001 and terminating May 31, 2004.

Academic Hearing Board of Senate (2-year term)

B. Barbieri, Marketing Department, was re-elected by acclamation for the period beginning June 1, 2001 and terminating May 31, 2003.

Senate Appeals Committee on Academic Misconduct (2-year term)

D. Kira, DS&MIS Department, was re-elected by acclamation for the period beginning June 1, 2001 and terminating May 31, 2003.

Commerce Undergraduate Student Request (& Appeals) Committee (1-year term)

G. Korda and M.Sharma, DS&MIS Department were re-elected by acclamation and J. Mannadiar, Finance Department was elected by acclamation as regular members for the period June 1, 2001 – May 31, 2002.

T. Ramsaran was re-elected by acclamation as alternate member for the period June 1, 2001–May 31, 2002

Standing Committee on Academic Re-evaluation (1-year term)

B. Baran, I. Rakita, B. Shapiro, C. A. Ross were re-elected by acclamation to represent the departments of DS&MIS, Finance, Management and Marketing respectively and T. Ramsaram was elected by acclamation to represent Accountancy .

Faculty Awards Committee (2-year term)

M. Magnan was elected by acclamation effective immediately and terminating May 31, 2003.

Search Committee for the Dean of Graduate Studies

C. Bayne, DS&MIS department was elected as the School's nominee for the Search Committee for the Dean of Graduate Studies and Research.

VIII Business Arising from Previous Meeting(s)

- i) Appointment and Review Committee for the Selection of the Concordia Chairs (s) JMSB-2001-02A-02

It was moved by J. McGuire and seconded by H. Bhabra that the Council approve the proposed Appointment and Review Committee for the Selection of the Concordia Chair(s): M. Magnan, G. Kanaan, S. Hoa, J.-M. Bourjolly and D. Tirtiroglu

The motion was carried unanimously.

IX Report: Graduate Programs, Research and Program Evaluation

J. McGuire reported that another call will be made for M.Sc. and Ph.D. research proposals and announced that the next visiting speaker, Michael Michael Lubatkin, University of Connecticut, will be here on March 30. His topic is "Agency and Altruism in Family Business". She highlighted the enrollment statistics, JMSB-2001-02A-02 (attached). She noted a decrease in the Diploma in Accountancy enrolments and a increase in both quantity and quality of DIA and DSA students, and a slight decrease in M.Sc. and Ph.D. enrolments.

J. Rosenblatt reported that MBA enrolments were on par with last year's emphasizing the significant increases in GPAs and GMAT scores. Admission now requires GMATs in the 620 – 630 range on average. It is intended that enrolments be increased slowly over the next years while maintaining high admission standards.

The Chair commented that the MBA program was key to improving the external rankings of the School in terms of admission requirements, the overall quality of the program and the salary benefits resulting from the completion of the program.

In reply to concerns expressed about the impact of the enrolment increase on class size and facilities, J. Rosenblatt advised that the increase would be gradual, approximately five student per year. Recruitment would include international students that would increase revenues to provide increased resources.

The Chair remarked that the new Quebec funding formula provides funding for graduate students at 2.5 the rate of funding for undergraduate students.

The predominance of females in the Diploma in Accountancy and the Diploma in Administration was noted, it was suggested that efforts be made to ensure equitable student recruitment methods.

X **CGSA Report**

There was no report due to "Career Day".

XI **Report: Administrative Affairs and Human Resources**

B. Ibrahim reported that a task force composed of A. Ahmad, G. Kersten, M. Paulin has been struck to examine the role of the Centre for Instructional Technology. The objective of the task force is to ensure that the CIT will provide faculty and staff with the technological support needed to implement the academic plan. He asked that comments regarding the role of the CIT be sent to his attention or to the members of the task force prior to March 31, 2001. He advised that the hiring process for the Information and Planning Officer, a key position for the implementation of the academic plan, has begun. Lastly, he extended best wishes on behalf of the faculty and staff to R. Midgley on her retirement.

XII **Report: External Affairs and Executive Programs**

J. Tomberlin reported the success of the ceremony held to celebrate the CIBC Distinguished Professorship in Family Business and Entrepreneurial Studies and The Royal Bank Distinguished Professorship in Marketing. He thanked E. Katz for organizing this elegant event. He advised that the launch of the Investment Management Program and the ceremony for the Ned Goodman Endowed Chair in Finance has been postponed until April and the ceremony for the Lawrence Bloomberg Endowed Chair in Accountancy has been postponed until late April or early May. The Report of Business supplement has also been postponed until June.

With regard to the EMBA in Paris, he reported that the contract between Institut Français de Gestion and the School has been signed. The official launch is tentatively scheduled for late April with the first classes beginning in April 2002 in Paris.

Events in May include the first annual celebration of the Co-op Programs. Certificates of appreciation will be given to the most committed employers in the five programs.

J. Tomberlin invited everyone to view the video clips of recent promotional activities on the John Molson School of Business web page. He announced that the Commerce Placement Centre Career Day, an event that provides graduating students with the opportunity to prepare themselves for their job search, was in progress.

XIII **Report : Undergraduate Programs, Academic and Student Affairs**

D. Morin reported that recruitment activities for September admission have been completed. The required CRC is now 26.0 or a 75% minimum average. International student applications have increased significantly from last year. She announced the appointment of a new junior academic advisor, P. Duchastel, and reported that promotion of the Exchange Program has resulted in more than fifty new students choosing to study abroad. She advised that preliminary work on the appraisal of the undergraduate has begun, and the deadline for nominations for the Distinguished Teaching Award is Monday, March 12.

With regard to the General Education requirement that requires students take 6 credits of electives from two different Faculties, she recommended that the implementation for the John Molson School of Business, where students are already required to take 12 credits in other academic sectors, be postponed for one year until the designated courses are identified by the Faculty of Arts and Science.

JMSB-2001-02M

It was moved by D. Morin and seconded by M. Sharma that the Council approve the postponement of the implementation of the General Education requirement until such time that the Faculty of Arts and Science has developed a list of courses for students external to the Faculty of Arts and Science.

The motion was carried unanimously.

D. Morin distributed a report on late grade submission, JMSB-2001-02M-01 attached. She noted that only 40% of the grade sheets were received on time, 22% were received more than a week late. Although WebCT submission were submitted one day earlier on average, there was a two to three day delay for input into the SIS system. She highlighted some of the reasons for the delays, the consequences and possible strategies for resolving the problem.

The following comments were noted during the lengthy discussion that ensued:

- . POM examinations require additional time
- . instructors with large classes need more time - five days is not enough
- . grade potential graduates first
- . deadlines could vary depending on class size
- . posting the names of those who submit their grades late and sending letters etc. would have a negative impact
- . there is not enough information about the issue to develop possible solutions
- . change the consequences
- . compare process with the HEC process
- . the time between the exam period and the start of new terms is insufficient – extend the time period
- . multi-section courses could be scheduled early in the exam period
- . large classes could be scheduled early in the exam period
- . all professors are doing their best – have smaller classes
- . consider changing the nature of the exams from essays and case studies to multiple choice where pedagogically feasible
- . extend the deadlines
- . 60% are not following the regulations – perhaps the regulations are the problem
- . change the consequences
- . classify late submissions according to full-time and part-time status
- . provide a breakdown based on the number of professors
- . professors should respond to students' calls and let them know that the grade submission will be late – students feel that the professors don't care
- . be specific – identify courses and individuals that are consistently late
- . have grades posted to the SIS system before and during the Christmas break
- . agree to consider grades submitted seven or more days late unacceptable
- . give the names of those who consistently submit late grades to the Department Chairs
- . exams are scheduled by a computer process to accommodate the needs of 25,000 students
- . the deadlines are often unrealistic
- . strike a task force to do a full investigation of the problem and comparing our process with other universities
- . consult with those who are consistently late to find out exactly what their problems are

In response to the suggestion that specific problem courses be identified, D. Morin advised that there were seven in Management, eight in Finance, one in DS&MIS and six in Accountancy.

As there was no consensus on how to resolve the problem, the Chair asked D. Morin to discuss the comments of the members of Council with the Department Chairs and the Ad Hoc Committee on Late Grade Submission and report back to Council by the end of the academic year.

Objection was raised about the deadline for submission of final exams being one month prior to the examination. McGill requires only a week and a half. A. Fagnoli agreed to review the policy and report to Council at the next meeting.

XIV CASA Report

R. Sebaaly reported that the Finance Students Association was hosting a conference entitled "Bridging the Gap Between Theory and Practice" at Concordia on March 23 in the De Seve Theatre, elections were in progress and the last issue of the Exchange will soon be distributed. He requested that faculty members encourage their students to participate in the upcoming CSU elections.

XV Reports from Faculty Representatives on University Committees – There were no reports from the representatives of the following committees:

1. University Senate
2. Arts and Science Faculty Council
3. Senate Academic Planning and Priorities
4. Senate Academic Programs Committee
5. Senate Research Committee
6. University Library Committee
7. Undergraduate Scholarships and Awards Sub-committee
8. Board of Governors
9. Council of the School of Graduate Studies

XVI New Business

The Chair reported that the newly published McLean's Guide to Universities features an excellent article about Concordia University.

XVII Other Business

XVIII Adjournment

It was moved by C. Bayne and seconded by Z. Gidengil that the meeting be adjourned.

The motion was carried unanimously.

The meeting was adjourned at 11:25.

XIX Next meeting

The next regular meeting of Faculty Council will take place Friday, April 6, 2001 at 09:30 in GM403-2.